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29 October 1971

MEMORANDUM FOR: Director of Training

SUBJECT : Report on 57th National Interdepartmental  
Seminar, 13 September - 1 October 1971

1. The 57th session of the NIS had one of its smaller enrollments. The 37 participants are broken down by agencies as follows: State - 6, AID - 3, USIA - 5, DoD - 17, CIA - 6. CIA members represented FE, NE, TSD, NPIC, OC, and OS. For the first time, according to available records [redacted] This will be covered in a separate report.

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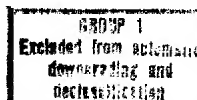
2. Critiques were generally very favorable. The military tended to rate the program outstanding, while the civilians, although they too thought it very worthwhile, were more moderate and realistic in tone. There was total agreement, however, on one score. The faculty and participants considered the "Day at Langley" the highlight of the Seminar. High praise was voiced for the quality and substance of the presentations, the facility with which the group was handled, and the excellent food. Howard E. Haugerud, NIS Chairman, was particularly impressed. In previous discussions with me he was of the opinion that our Agency had not been covered adequately in the past. His belief was reinforced by our program and he urges that it become a permanent feature. Mr. Haugerud has sent letters of appreciation to Colonel White, Messrs. [redacted] for their presentations, and to Mr. Coffey for his interest and support. Mr. Coffey attended the luncheon as did [redacted]

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3. Two notes of interest regarding speakers at the Seminar. First, the late Dean Acheson was the graduation speaker on 30 September. It was probably his last speaking appearance. The former Secretary of

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State captivated the audience. He was in fine form, outspoken and incisive. Secondly, David D. Newsom, Assistant Secretary, Bureau of African Affairs of the State Department, spoke highly of the Agency in his coverage of Africa today. His comments, general in nature, touched on the professionalism of our officers and the quality of intelligence they produced.

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4. Robert Matteson, recently Director, Office of International Training, AID, is replacing John Tobler, also of AID, as Deputy Chairman of the NIS. Mr. Matteson did a tour with the Office of National Estimates in the early 60's and knows many CIA officers including Mr. Colby, with whom he worked in Vietnam.

5. Attached are critiques by five of our participants, the final schedule, and a roster of all who attended.

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Att

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**NATIONAL INTERDEPARTMENTAL SEMINAR**  
**FOREIGN SERVICE INSTITUTE**  
WASHINGTON, D.C. 20520

November 18, 1971

Dear Jack:

I'm sorry that I did not get to have lunch with you on Monday but I was involved in business on the Hill.

I understand, however, from our faculty and the members of the Seminar that the "Day at Langley" was another resounding success. In fact some claim it was slightly better than last time if it is possible.

Looking forward to seeing you next time.

Sincerely,

A handwritten signature in dark ink, appearing to read "Haugerud".

Howard E. Haugerud  
Chairman


Mr. John W. Coffey  
Deputy Director, Support  
CIA

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Director of Training  
1026 Chamber of Commerce


Hugh -

I'm not sure how much attention NIS  
received in your initial session with Mr. Colby but  
this gives a chance to fill out that briefing or to  
reiterate Agency background. Please draft some  
reactions and send over so you and I can discuss.

  
John W. Coffey

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Deputy Director for Support 7D26 

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EO-DD/S:LDP:es (29 Oct 71)

DD/S 71-4140 - Memo dtd 28 Oct 71 to DD/S & DTR  
Rewritten: frm A/ExDir subj: NIS

DD/S:JWC:llc (2 November 1971)

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DD/S

71-4140

Executive Registry

71-5386/1

28 October 1971

**MEMORANDUM FOR:** Deputy Director for Support  
Director of Training

**SUBJECT :** National Interdepartmental Seminar

1. The attached is a summary of some of the points about the National Interdepartmental Seminar which Mr. Bob Matteson, an old friend, raised with me at lunch on 22 October. I am sure they are not new to you. During our discussion I suggested a couple of additional items.

2. I applauded the course's change in focus and said that I hope its name might also eventually be changed. I suggested, however, the development of a clear explanation of the way in which this course fits as an integrated element into the training programs of the separate agencies. I pointed out that there is no difficulty in securing applications or commitment of time for some of the well-established courses, such as the National War College, the Senior Seminar in Foreign Policy, the better external training, midcareer courses, and even basic training. The normal attitude, however, is that time spent at this course is off the main thrust of individual agency interests and programs. If each agency could show that exposure to this program is an inherent and necessary element in the career development of its officers, it would be easier to establish it as a regular program.

3. The purpose of the course being the explanation of foreign policy operations, it might be appropriate for the Department of State to take the lead in insisting that senior officers proceeding to overseas missions take the course for the benefits it would offer in effective coordination in the overseas missions. If this would involve too many people, the requirement for attendance might be set at a certain grade level, i. e., all those above a certain grade level or those taking a certain position level in overseas missions. This would of course put the major thrust of the course on people actually proceeding to overseas missions and might cause the course to be aimed primarily at individuals within the agencies who actually plan to be assigned overseas. e. g. [redacted]

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4. I suggested that consideration be given to reducing the length of the course from three weeks to two. Three weeks raises the problem of the absence of an officer from his busy schedule. Two weeks, which is the normal annual leave span, seems not to cause any great problem in most agencies. Mr. Matteson pointed out the broad coverage included in the present course but said that he thought it might well be possible to reduce its length and still maintain its important elements. I did not make the point to him, but I suggest that any pruning of the course point its main thrust at teaching the actual interaction between the various agencies rather than discussing the substance of foreign policy problems.

5. Mr. Matteson said that he would look into some of these elements to see whether some variation in the current pattern might be formed. I said that I would pass along my thoughts to Mr. Cunningham, who has done such good work in this over-all field, for follow-up on our side. I should appreciate your comments on the above points.



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William E. Colby  
Acting Executive Director-Comptroller

Attachment

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**NATIONAL INTERDEPARTMENTAL SEMINAR**

**FOREIGN SERVICE INSTITUTE**

WASHINGTON, D.C. 20520

Executive Registry

71-5386

October 22, 1971

Mr. William Colby  
Executive Director  
Central Intelligence Agency  
Washington, D. C.

Dear Bill:

This is by way of summarizing in writing  
some of the points made at lunch today:

1. The National Interdepartmental Seminar (NIS) is a three-week course held six times a year for selected senior U.S. officials posted either in the United States or abroad. The grades are GS-15 through GS-18; FSO-3 through Ambassador; Lt. Colonel through General. The next seminar is November 1-19; the following ones in FY-1972 are: January 10-28, March 6-24, and May 8-26.

2. The quota of CIA is eight for each of the six seminars. CIA would prefer a quota of four for each seminar.



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4. The pay off is great in terms of removing parochialism, stressing interdepartmental coordination in national security policy formulation and implementation. Mr. Helms, in one of his previous communications, pointed out that he thought the NIS has "an important role to play" and he noted "the balanced interagency interplay among the participants". The last seminar in September-October was rated a "six" on a scale of "one" (low) to "seven" (high) by all of the participants attending. By the five CIA attendees it was also rated "six" and each of them



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recommended that CIA continue to send key personnel to the seminar.

5. The focus of the course has moved from "counterinsurgency" to foreign policy in general with special emphasis on the decision-making process. It is divided into an analysis of present U.S. policy; the modernization process; domestic factors affecting U.S. policy; and foreign policy problems and perspectives. One of the great assets is the high number of outstanding speakers and resource people it commands. At the last seminar it had Dean Acheson, Carl Rowan, Marshall Green, David Broder, George Lodge, and others. The half day at CIA was outstanding.

6. The major problem in most agencies is getting supervisors to spring people for the three weeks. The model of how to do it is the military who program people well ahead of time as a matter of career development into each of the six seminars. They are the only ones who regularly meet their quota and meet it well ahead of time. A second major problem is to insure selection of participants at the proper level and to insure that all parts of the agency are represented. In CIA's case, the quota of eight is theoretically broken down into three from DDP, two from DDI, two from Support, and one from DDST.

Your assistance in giving command emphasis to the NIS among CIA supervisors would be greatly appreciated.

Best regards,

Sincerely,



Robert E. Matteson  
Deputy Chairman

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<b>Remarks:</b>  <p>Hugh:</p> <p>I find Bill Colby's remarks about the NIS interesting and probing. They give us an excellent opportunity to acquaint him with our views. And, I believe we should do this as soon as possible.</p> <p>Would you please draft some comments and discuss with me next week.</p> <p style="text-align: right;">John W. Coffey</p>			
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Deputy Director for Support 7D-26 Hqs [redacted]			
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